



UNIVERSITY OF EMBU

2018/2019 ACADEMIC YEAR

SECOND SEMESTER EXAMINATIONS

FIRST YEAR EXAMINATION FOR THE DEGREE OF MASTER OF EDUCATION
(EDUCATIONAL ADMINISTRATION AND PLANNING)

TAP 532: ORGANIZATIONAL BEHAVIOR

DATE: APRIL 10, 2019

TIME: 2:00-5:00PM

INSTRUCTIONS:

Answer question One and any other Two questions

QUESTION ONE (30 MARKS)

- Explain the importance of studying organisational behaviour in schools. (5 marks)
- Explain two characteristics of a “resource” that makes it valuable. (5 marks)
- Explain the three levels of Kurt Lewin’s Force Field change model. (5 marks)
- Draw the matrix below in your answer booklet and use the matrix to explain strategies that people in an organisation may use to cope with stressors. (5 marks)

Coping strategies	Problem-focused coping strategies	Emotion-focused coping strategies
Behavioural methods		
Cognitive methods		



ISO 27001:2013 Certified

Knowledge Transforms



ISO 9001:2015 Certified

- e) Explain four sources of self-efficacy. (5 marks)
- f) Explain five components of school climate. (5 marks)

QUESTION TWO (20 MARKS)

Use an integrative organizational behavior model to discuss the challenges that managers and workers face at individual, group and organizational level? (20 marks)

QUESTION THREE (20 MARKS)

- a) Describe a system theory to management of an institution. (8 marks)
- b) Use the systems theory to explain how you can turn around the performance of a weak day school. (12 marks)

QUESTION FOUR (20 MARKS)

- a) Explain the major challenges that managers face in schools and suggest ways that strategic management can mitigate these challenges at the following levels. (12 marks)
- i) individual level
 - ii) group level
 - iii) organizational level
- b) Suggest ways that a manager can strategically mitigate these challenges. (8 marks)

QUESTION FIVE (20 MARKS)

- a) You anticipate to execute a strategy in your school using a team created from all heads of department. Describe the stages of group dynamics that you'd expect the team to go through as they advance towards executing their task. (10 marks)
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- b) Explain five factors that affect the group cohesiveness (10 marks)

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